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Community Economic Development Program

Status Report
1991 - 1992

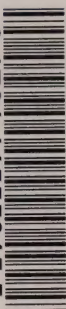



Building a Future

A Component of the
Canadian Aboriginal Economic
Development Strategy
(CAEDS)

Canada

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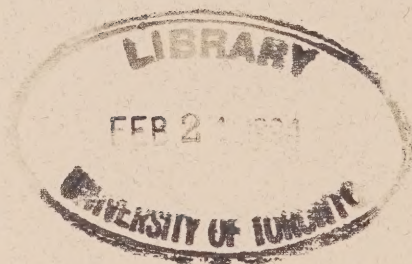
**A Component of the
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Development Strategy
(CAEDS)**

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Introduction

Canadian Aboriginal Economic Development Strategy (CAEDS)

CAEDS is the federal government strategy to develop and support Aboriginal economic self-reliance. Its method of achieving this goal is by forging partnerships among Aboriginal peoples, various levels of government and the private sector.

Three departments are responsible for the Strategy: Department of Indian Affairs and Northern Development (DIAND), Industry, Science and Technology Canada (ISTC) and Employment and Immigration Canada (EIC). Progress reports are issued periodically outlining results and measuring performance. To eliminate overlaps in federal programs and to fill gaps in service, specific responsibilities are allocated to each department: community development and access to resources is assigned to DIAND, business development to ISTC and skills development to EIC. Research and advocacy is a joint responsibility carried out by each department in their individual areas of lead responsibility. An inter-departmental CAEDS-ADM committee established linkages to co-ordinate the implementation of the CAEDS program components. The government's belief is that its support of Aboriginal skills, resource and business development will have a "trickle up" effect: the result will be improved economic prospects and enhanced self-reliance among First Nations as a whole.

Created in 1989, following consultations with First Nation leaders, the Strategy was a signal that the federal government is genuinely committed to Aboriginal economic development. Instead of the traditional government-directed exercises of the past, CAEDS assists First Nation communities to develop their own expertise and tools to build their own economies. By improving avenues to capital funds and financial services for Aboriginal communities, supporting human resource development and negotiations for greater access to natural resources, CAEDS' ultimate goal is:

To assist First Nations to develop the means to manage their own business enterprises, economic institutions, job training and skill development.

The social and economic benefits of increased employment and higher incomes, better management and entrepreneurial skills, and a generally broader business base are the "value-added" effects of such self-management.

Part I

Status Report: Community Economic Development Program (CEDP)

The purpose of the Community Economic Development Program (CEDP) is to assist communities and their members to define and achieve their economic goals and objectives through business, employment and resource development activities.

CEDP has two components: Community Economic Development Organizations (CEDOs) and the Regional Opportunities Program (ROP). The philosophy of the CEDP, as a whole, is community control over economic development.

This can be measured on the following scale of CEDO organizational development:

- **Planning:** the community is in the process of assessing its development options, but at this initial stage, service and program delivery is controlled by DIAND.
- **Basic:** the community is served by an organization which has the capacity to provide basic advisory services and deliver some programs but still seeks regular advice from DIAND.
- **Intermediate:** at this level of development, the community needs are served by an organization which provides basic advisory services and

delivers most programs with occasional calls for assistance from DIAND.

- **Full Service:** the final stage is for the community to be served by an organization which is self-reliant, stable and staffed by qualified personnel, and delivers a full range of programs and services that consistently meet community economic development goals and objectives.

Community Economic Development Organizations (CEDOs): Three Years of Progress

With DIAND's investment of more than \$50 million in each of the last three years, Indian, Inuit and Innu communities have successfully taken over many programs and services. In 1989, the launch year of the program, 13% of the 258 organizations in the spectrum were in the planning stage; 17% had achieved full-service status.

By the end of 1990, the progression toward the ultimate goal of full-service capability was noticeable: of the 343 organizations then in the process, 14% were in the planning mode, 28% in the basic stage and 45% in the intermediate stage, three times as many in this category from the previous year.

A comparison of the 1989 base-year data with 1992 figures reveals a dramatically different picture. Out of a total of 369 CEDOs, less than 2% were still at the planning stage compared with 13% in 1989. Over the same period, there had been a 62% increase of full-service organizations independently providing a full range of programs and services within their community.

One of the main reasons for CEDOs moving upward through the service delivery spectrum is the quality of staff they have employed. In a recent survey conducted by the community-controlled Council for the Advancement of Native Development Officers (CANDO) the following information was revealed:

ECONOMIC DEVELOPMENT OFFICERS (EDOS)-1992				
	MALE	FEMALE	TOTAL	
	#	#	#	%
ABORIGINAL	288	101	389	74%
NON-ABORIGINAL	102	34	136	26%
TOTAL	390	135	525	100%

EDUCATION LEVELS		WORK EXPERIENCE	
University or College	46%	Less than 2 years	24%
Partial University or College	24%	2 - 5 years	36%
Incomplete High School	30%	5 - 10 years	23%
		10 years or more	17%

In fact 70% of the economic development officers reside in remote, rural or special access communities. The stability of CEDO funding has enabled communities to attract more qualified individuals as economic development officers. Before CAEDS, CEDOs relied mainly on consultants - few of whom were Aboriginal people.

CEDO Revenue 1992 (see annex D)

In 1992, DIAND contributed \$52.6 million to 369 CEDOs across all the provinces and territories. Every dollar expended on project funding has attracted an additional two dollars in private and public sector investments in business, resource or employment development initiatives.

CEDO Expenditures 1992 (see Annex G)

Of the total \$52.6 million provided by DIAND under the CEDO component, \$5.1 million (10%) was used by the organizations for economic development planning purposes. They spent \$21.4 million (41%) on operations with the emphasis on hiring qualified staff, who live and work in the communities, to provide a full range of services to the community members. The remainder went directly into project investments: \$17.6 million (33%) on business development, \$2.8 million (5%) on resource development and \$5.7 million (11%) on employment and training projects.

ROP: Three Years of Progress

The Regional Opportunities Program, co-managed by DIAND and First Nations Regional Advisory Boards, focusses on regional sectoral development advisory and extension services previously provided by DIAND. Any innovative project that provides broad economic development benefits to First Nations within a region could be eligible.

Sectoral Development Institutions (SDIs) (see Annex J)

In 1989, the launch year for the ROP, there were 38 SDIs of which 4 (10%) were in the planning stage; 13 (34%) were in the basic category; 9 (24%) were at the intermediate stage; and 12 (32%) were capable of delivering a full range of services.

At the end of 1992, there were only 32 SDIs, and of these, 25 (78%) had reached the fully developed stage.

A comparison of the 1989 base-year data with 1992 figures reveals what a difference three years can make. The number of SDIs at the basic service stage decreased by 100%. Over the same period there was a 108% increase in full service SDIs, independently providing a full range of programs and services to their community members.

Special Initiatives

In 1992, 52 special initiative projects were funded for a total cost of \$3.5 million.

ROP Revenue 1992 (see Annex E)

In 1992, DIAND contributed \$14.7 million to ROP initiatives. Every dollar expended on project funding has attracted an additional \$1.40 in private and public sector investments in business, resource or employment development initiatives.

ROP Expenditures 1992 (see Annex H)

Of the total \$14.7 million provided by DIAND, \$1.8 million was expended on planning and \$7.1 million on operations. The remainder went directly into project investments: \$2.4 million on business development, \$2.2 million on resource development and \$1.2 million on employment and training projects.

Part II

Regional Snapshots

Community Economic Development Organizations

Atlantic: Kingsclear Economic Development Corporation

One of the better-performing CEDOs in Atlantic Canada is the Kingsclear Economic Development Corporation which has opened a \$6-million hotel and resort on the head pond of the picturesque Mactaquac Lake. The project has created more than 25 positions within the resort complex as well as nine outfitters to cater to the fishermen seeking the renowned Atlantic salmon on the Saint John River.

Funds from DIAND Atlantic Region under the Community Economic Development Program helped cover the operational costs and salaries of the development corporation, enabling it to pursue such a business venture. Capital funding came from the Aboriginal Business Program (ISTC), Atlantic Canada Opportunities Agency and from conventional lending sources.

Quebec: Natashquan Community Economic Development Organization

Responding to the Natashquan band's need for electrical power for an outfitting operation, the Société de développement économique set up a training program so the band could install the line.

The people of the Natashquan community, which is accessible only by air and by sea, developed two training initiatives with the financial and technical help of Hydro-Québec, Employment and Immigration Canada (EIC) and the Department of Indian Affairs and Northern Development (DIAND): one dealt with the line installation and the other with the positioning and anchoring of line poles. Twelve members of the five Montagnais communities participated in the initiative which led to dismantling an inoperative line and re-installing it where it would serve the outfitting operation.

In addition to the electrification of the outfitting operation, the project provided jobs for more than half the participants; the others have been placed on placement lists in their own regions.

This project is a good example of co-operation among three government organizations (Hydro-Québec, EIC and DIAND), the local economic development organization, two Aboriginal local management commissions and five Montagnais communities, some situated more than 800 kilometres from the project site.

Ontario: Matawa Tribal Council

The Matawa Tribal Council came into being when the Indian Affairs Nakina District

offices closed in 1988. Its nine-member First Nations of Webequi, Summer Beaver, Aroland, Landsdowne House, Ginoogaming, Martin Falls, Constance Lake, Eabametoong and Long Lake 58 together have a population of 5,840. Four communities are on Crown land. With no road service from outside, five are accessible only by air, usually from Thunder Bay.

Thunder Bay, the main transportation and communications hub for Matawa, is convenient for training sessions on economic development and for conferences on resources, forestry and tourism for these communities.

Three years ago, recognizing the benefits of diversification, Matawa formed a development corporation. This was followed by three operating subsidiaries, Matawa First Nations Property Inc., Matawa Arctic Transportation and Matawa Associates Computer Consulting Inc. Matawa now owns its own office building and leases space to other First Nation service organizations.

The Matawa Development Corporation is involved in transportation, especially through the emerging winter-roads programs that service the fly-in communities. The Corporation and its subsidiaries also bring computer applications, training in communications and modern business practices to even the most remote communities.

Matawa assists individual Aboriginal people who leave their local communities for jobs in Thunder Bay, the closest larger centre affording employment and higher education.

All this illustrates the emergence of an infrastructure and of linkages connecting these outlying communities in a broader network. Local community development is taking place too, but the regional economic opportunities and services to these

communities are gradually being assumed by First Nation organizations such as Matawa.

Future plans include a bulk purchasing company, a construction company, further technical advisory services, a travel agency and an airline service — services that are vital to the whole northern economy.

Manitoba: Dakota Ojibway Development Group/Sioux Plains Development Corporation

Dakota Ojibway Development Group (DODG) is a CEDO owned and controlled by eight member bands in southern Manitoba. DODG provides a full range of advisory and extension services to its constituents, as well as bridge financing (in the form of repayable contributions).

The Sioux Plains Development Corporation (SPDC) is a community development corporation that has received services from DODG. In its fourth year of operation, SPDC runs a state-of-the-art greenhouse housed in a 2,787-square-metre facility, of which 1,394 square metres are presently being utilized.

SPDC has contracts for two million black- and white-spruce seedlings with the Manitoba Department of Natural Resources (DNR) and Forestry Canada (FORCAN). DNR provides for the reforestation in the Abitibi Price and the Repap Manitoba Inc. cutting areas. In conjunction with FORCAN (through the Canada/Manitoba Partnership Agreement on Forestry), SPDC will reforest First Nation reserves where the band has a land management plan in place. The current contract will restock 320 hectares on 10 reserves.

SPDC's current Five-Year Plan includes expansion of operations to use the full 2,787 square metres of greenhouse plus outside acreage. The silviculture operation will be enlarged to accommodate 2.5 million seedlings for a variety of trees and shrubs to

be sold as Christmas trees, used as shelter belts, and for landscaping on urban commercial and recreational areas such as golf courses.

Saskatchewan: Saskatoon District Tribal Council

The Saskatoon Tribal Council can point to a number of successes in implementing a portion of the Canadian Aboriginal Economic Development Strategy (CAEDS). The Tribal Council was the first in Canada to sign an Alternative Funding Arrangement that included taking over administration of the economic development program previously administered by DIAND. The program was transferred to the Tribal Council in May 1990 and, according to Tribal Chief Joe Quwezance, the council has recognized some real benefits since that time.

He says: "We have a first-hand knowledge of the projects planned by the bands and, because of that, we are in a better position than government to judge what will work for a particular band."

Under the agreement signed by the Tribal Council and the federal government, the Tribal Council receives approximately \$500,000 annually for five years to provide seed funding to seven district First Nation bands for economic development. Quwezance says the certainty about five years of funding is a definite advantage because First Nations can plan projects in phases without having to wonder if funding will be available the next year.

He says administering the program has increased the responsibility and accountability of the Tribal Council as a whole and of individual member bands. This means bands are encouraged more than in the past to plan their business developments and take their responsibilities very seriously.

In addition to business development, the

Tribal Council has used part of its economic development budget for an occupational skills training assistance program. The program provides funding assistance for tuition and book costs to students who want to take postsecondary training but do not qualify for postsecondary assistance. Help is therefore available to students taking courses that are less than two years which do not require Grade 12 for entrance.

Alberta: Cold Lake First Nations and Peigan Nation

First Nation communities nurture their own growth and give local people direct control at the community level. CEDOs provide support services so communities can initiate and plan their economic goals; they can also make financial investments in small businesses and community projects.

These organizations are usually administered by an economic development staff, under the direction of an economic development officer who helps implement community projects and assists up-and-coming entrepreneurs. Depending on their goals and needs, communities determine the roles of staff.

Jerry Potts Jr., co-ordinator of Peigan Nation Economic Development, says that it is his job and the band council's goal to "pursue long-term economic development initiatives that will create long-term employment."

Eric Boyd, the economic development officer for the Cold Lake First Nations adds, "We encourage training and business development in the community and provide advisory services to existing businesses on the reserve. We don't want them to go out of business, so we assist them by providing money to get consultants, accountants and bookkeeping assistance."

Since communities have different available resources and unique goals and needs, the direction of economic development varies.

Mr. Boyd explains the direction his community has taken: "Oil and gas, as everyone knows, is pretty slow right now. So what we've done is help existing businesses stay in business. As well, we've developed a Community Tourist Action Plan. We've decided that tourism is the way to go."

As the direction of economic development changes, so does the role of the economic development officer. Mr. Potts explains: "I give direction to people who approach me with ideas for small business. I give them support in developing their ideas by directing them to the appropriate funding agencies and the Business Development Centre in the area. By becoming knowledgeable about the services and agencies available, I've become a catalyst for economic development initiatives."

In Cold Lake, Mr. Boyd says examples from projects in other communities are used as a guide to what can be undertaken by their CEDO. He also keeps the lines of communication open between himself and the local politicians as well as with other bands in the province.

The communities use the money provided by DIAND according to the strategy they have developed. This year, the Peigan Nation (aside from administrative expenses) is funding occupational skills training and consulting services. As well, money has been allocated for development of both business proposals and small businesses. The Cold Lake First Nations has put this year's money into entrepreneurial programs where prospective entrepreneurs learn how to write business plans.

British Columbia: Gitlakdamix Band Council

Using \$99,000 in CEDO funding from DIAND, the Nisga'a's community of Gitlakdamix has actively pursued development of both short- and long-term

community economic development and employment strategies.

Activities have included hiring Bert Mercer, a qualified, community-based economic development advisor, for band ventures. Mr. Mercer also provides assistance and advice to community members who are pursuing entrepreneurial opportunities.

According to Mr. Mercer, "Using additional CAEDS contributions provided by EIC and ISTC has contributed to a variety of accomplishments in our community."

These accomplishments include:

- a local human resource strategy which, under the auspices of a newly created band development corporation, provided adult basic education at the postsecondary level and local business training - workshops to start businesses or enhance existing business skills;
- a business expansion study for the community's highly successful Pine Mushroom business to diversify the product base, increase the present market share, create eight additional jobs (over the existing 14) and increase profits to the development corporation;
- the creation of 22 jobs through the development of tree planting and silviculture projects; and
- the expansion, from 372 to 557 square metres, of a community-operated retail general store which, after 10 successful years, will add a delicatessen with a seating area, a post office and a computerized point-of-sale and inventory management system.

Mr. Mercer adds, "The combination of CEDO and CAEDS funding has ensured that we can provide full-time service to our economic needs and also have the

opportunity to access funding sources to implement new opportunities for the community."

Yukon: Chief Isaac Inc.

Dawson First Nation community development corporation, Chief Isaac Inc., receives some assistance from the CEDO program in Dawson City. With an astute resourcefulness, the company has already had enormous success in its management of investments in the Ice House, a wholesale/retail fresh and frozen fish distributor in Whitehorse, and in Rab Energy, a window-manufacturing business that provides innovative window technology. It also sells technology and provides employee assistance training programs.

Last summer, Han Natural Products Ltd. gained national and international attention with its mushroom-harvesting venture. The First Nation's business arm led and developed this activity to include exports to Japan, Europe and other suppliers interested in this natural product. The company expects to expand into other natural forest products next season.

Expansion is expected in several other areas of the Han people's business. Han Fisheries Ltd., a subsidiary 95% owned by the Dawson First Nation, is expecting to move into other value-added fish products. Salmon and caviar are already being exported from Canada. Other business initiatives will include the provision of business and management services and tourism strategies to incorporate and promote cultural activities, arts and crafts, and traditional cooking.

Northwest Territories: Gwich'in Tribal Council

The Gwich'in Business Development Fund has been created to provide equity assistance to Gwich'in individuals and businesses to start up, expand or modernize operations. The Fund was established by pooling money

available from DIAND to each band in the Mackenzie Delta region to support the activities of CEDOs.

Primarily, the Fund will address equity shortfalls, where Gwich'in businesses or individuals lack the financial strength to qualify for support from banks or government programs. By investing in the ownership of Gwich'in business ventures, the Fund hopes to open a wider range of possibilities to Gwich'in entrepreneurs.

While the focus of the Fund is equity, it has been established as a "revolving fund." Money invested in a business venture will flow back into the Fund when the business is well-enough established to buy back the Fund's ownership share. Then the money can be used again to support other Gwich'in entrepreneurs.

Regional Opportunities Program

Atlantic: Eskasoni Economic Development Corporation

Through the Eskasoni Economic Development Corporation, an advisory body of chiefs and fishermen was organized to review the impact of the fishery on First Nation reserves in Atlantic Canada. They conducted a survey and visited reserves to identify activities, barriers and directions that communities wanted to take toward long-range planning for conservation and development of fisheries.

With the assistance of the ROP, the policy committee and its researchers were funded. A key result was the announcement of the Aboriginal fisheries strategy for Atlantic Canadian Aboriginal peoples. This is a 10-year, \$23-million program of the Department of Fisheries and Oceans, aimed at developing conservation practices, protecting stocks and managing the resource.

Quebec: Native Training Institute of Quebec (NTIQ)

The Native Training Institute of Quebec (NTIQ) was incorporated in 1983 and accredited as a private college by the Ministère de l'Enseignement supérieur et de la Science on May 15, 1992.

During the 1991-1992 fiscal year, the NTIQ, with the assistance of DIAND, trained 60 Aboriginal specialists in the following fields: entrepreneurship, documentation techniques, social assistance officer and management of economic development. The length of the training programs varied from 26 to 52 weeks.

Over the last nine years, in addition to giving courses in its own facilities, the Institute has gone to Aboriginal communities. Through courses in program and project management and corporate management, Aboriginal participants have been able to further their knowledge and increase their autonomy.

Ontario: Northern Ontario Tourism Association (NONTA)

The Northern Ontario Tourism Association (NONTA) was formed in 1987 by a small group of seasonal operators of Aboriginal fishing and hunting outpost camps. The operators wanted to rationalize and improve booking procedures and to take advantage of group discounts in transportation. They recognized the need for training and education, supply expediting, professional marketing and product development to meet 1990s market conditions. Permanent staff includes a manager and assistant manager, and a six-member board of directors.

NONTA now has 28 members of three types of membership: full, associate and affiliate. All members operate as an independent business, but co-operate with each other for mutual advantage. Seven tourism areas are covered: fishing, hunting, naturalist tours, general interest, special interest, adventure

and photography. Off-season winter products are also being considered. There is now a possibility for long-excursion, recreational snowmobiling because of the emerging network of winter roads to remote communities that can also be used for recreational purposes.

NONTA is in a unique position to take advantage of a range of tourism opportunities from traditional markets to new products. The staples of hunting and fishing are offered. In addition, there are ventures into multicomunity touring, Aboriginal culture and naturalist, soft adventure and photographic safaris.

Through a spirit of co-operation and initiative, members are building on the strengths, unusual features, traditions and culture of Ontario's north. Their approach is based on the confidence that they have something unusual to offer, and their success depends upon their ability to capture diverse tourism markets.

The re-creation of Ojibway and Cree encampments in three communities, funded from non-DIAND federal and provincial sources, is an example of a new product. Facilities range from 1930s-vintage resorts (updated with 1990s amenities) in the Lake of the Woods area near the Manitoba border, to outpost cabins for fishermen, hunters, photographers and naturalists as far north as Fort Severn on Hudson Bay and as far south as Thunder Bay.

The Association holds tourism shows, which are exclusively Aboriginal, in their traditional market area of Minneapolis/St. Paul. A Toronto agency is developing package markets; Thomas Cook Tours in London, England, and an agency in Paris, France, are promoting NONTA's unique activities. In 1991, an all-European venture tour was sponsored on a multicomunity excursion and was judged to be an unqualified success.

As NONTA's activities are First Nation-controlled and culturally sensitive, they try to ensure that their impact on traditional community values is minimal.

Manitoba: Commercial Fishing

The ROP provides assistance to the Aboriginal commercial fishing sector with special emphasis on northern remote fisheries.

Financial services are programmed to the following activities:

- **Freight Equalization:** Freight equalization is paid under a cost-sharing arrangement with the provincial fisheries branch and the fishermen's associations in the remote, northern fly-in areas of Manitoba. Administration of the program is handled by the Freshwater Fish Marketing Corporation.

Beneficiaries of the freight program are some 200 Aboriginal fishermen and 30 fish-station operators who, during the eight-week fall season, produce more than 362,880 kilograms of fish valued at \$900,000.

- **Lake Winnipeg Quotas:** Eight First Nation fishermen received assistance for down payments enabling them to purchase quota entitlements from non-Native fishermen on Lake Winnipeg, with an annual quota of 29,484 kilograms.
- **Harbour Upgrading:** Two major harbour and dock upgrades were completed at Goodman's Landing and Jackhead Point, both on Lake Winnipeg. Improvements were completed through financial assistance from the ROP and the Small Craft Harbours Program of the

Department of Fisheries and Oceans. The harbour improvements provided protection from heavy wave action for about 30 large yawls and several 14-to-15-metre steel-hull diesel boats. Improved docking facilities at Goodman's Landing, a First Nation-owned and operated packing station, have encouraged larger boats (which had been travelling 161 kilometres further south) to land there, increasing the cash flow of these fishermen.

- **Fishermen's Conference:** The Ochekwi-Sipi Development Corporation of the Fisher River First Nation, on behalf of the Assembly of Manitoba Chiefs, organized and hosted the first commercial fishermen's conference, held in Winnipeg in November 1992, to look at the industry, its future and the changes required to keep it viable.

Saskatchewan: Wanuskewin Heritage Park
Wanuskewin Heritage Park is a new First Nation heritage park three kilometres north of Saskatoon. Ten years in development, it features a \$12-million interpretive centre that sits on the edge of a valley full of archaeological treasures. There are 19 prehistoric archaeological sites, some of which are more than 6,000 years old — twice as old as King Tut's tomb. Wanuskewin will mean many things to Saskatchewan, providing a focus for the expression and preservation of the cultural heritage of the Northern Plains Indians. It has also become both a developmental model for First Nation involvement in entrepreneurial projects and an international model for the development of heritage facilities. Equally important, it is an internationally significant year-round tourist attraction which will attract people to the province and diversify the economy.

The operation of the park itself provides employment for about 20 Aboriginal people. Also included in the park are a gift shop and restaurant which employ up to 16 Aboriginal people at the peak of the tourist season. This tourism initiative was made possible, in part, by funding from CAEDS through the ROP.

Wanuskewin also has indirect economic benefits. The Kinistin Band, for example, was approached to produce the buffalo-hide teepees in Wanuskewin's main exhibit hall. That initiative became a lucrative business for the band. As well, artisans and craftspeople benefit from the purchases and promotion of their products at the gift shop. The Aboriginal foods served in the restaurant come from Saskatchewan bands whenever possible. Wanuskewin's effects are far-reaching and will have a significant impact on all cultures for years to come.

Alberta: Trade Accord

As a result of funding provided by the ROP, the Chiefs Economic Development Advisory Council (CEDAC) and the American Indian Trade and Development Council (AITDC) signed a trade accord on July 30, 1991, in Seattle, Washington. The accord establishes a closer working relationship between First Nations of both countries to enhance international and intertribal trade. The resulting closer ties between First Nations will bring about opportunities for increased economic activity between the two countries. Signing for CEDAC was Chief Strater Crowfoot of the Siksika Nation and for AITDC, Henry Cagey, President.

This framework indicates a willingness on both sides of the border to do business through the development of trade zones. These trade zones will help realize significant competitive advantages through various exemptions and will provide access to capital sources which are otherwise inaccessible to First Nation interests.

The accord will see the staging of an annual First Nations trade conference, the first of which was in Calgary, on October 26-29, 1992. Venues for future trade shows will alternate between Canada and the United States.

This partnership is an innovative approach to furthering economic development opportunities for First Nation peoples throughout North America.

British Columbia: Aboriginal Economic Council of British Columbia (AECBC)

The Aboriginal Economic Council of British Columbia (AECBC), which is the First Nations Regional Advisory Board, co-manages the ROP in British Columbia and is dedicated to the support of sectoral organizations. AECBC has a mandate to review and monitor the level of funding and the annual activities of its constituent organizations.

AECBC constituents are the First Nations Tourism Association (FNTA), the Indian Arts and Crafts Society (defunct since September 1992), the Intertribal Forestry Association (IFA) and the Western Indian Agricultural Corporation (WIAC). These organizations are in the third year of their current funding arrangements, during which time each must arrive at a plan to carry out their respective mandates on a self-sufficient basis.

Making the most visible progress is the IFA. Located in Kelowna and incorporated under the *British Columbia Societies Act*, the Intertribal Forestry Association of British Columbia began operating in 1988. In its last fiscal year, ending March 1992, the IFA successfully completed an impressive program of service delivery, and continues to advocate for the B.C. First Nations forestry agenda. Some of the organization's undertakings are:

- a three-day seminar on forestry operations, emphasizing commercial

- opportunities and success stories;
- a six-month research project, completed in conjunction with the Department of Indian Affairs and Northern Development, resulting in the IFA's recommendations for drafting the *First Nations Forest Land and Resources Act*;
- continuing input into formulating recommendations for inclusion in the B.C. Task Force on Native Forestry; and
- a three-day seminar, "Ethics in Forestry," successfully completed in Prince George.

Other administrative accomplishments include:

- advocacy of the Forest Resource Development Agreement (FRDA);
- the continued publication of *Bush News*; and
- help to individual bands in networking with federal and provincial government agencies to further mutual interests.

Northwest Territories: Sinaaq Enterprises Inc.

Sinaaq Enterprises Inc., a wholly owned development subsidiary of the Inuit Tapirisat of Canada, was established as part of a co-ordinated strategy to implement the CAED Strategy within the Inuit regions in the Northwest Territories, Northern Quebec and Labrador.

The goal of the Inuit Community Economic Development Services is to assist Inuit communities to mobilize their members and to ease the process toward economic self-reliance.

The regional Inuit CEDOs concentrate on providing services to the communities; the national organization's role is one of co-ordination and support — co-ordination of activities and initiatives among the Inuit

CEDOs, and direct support to the regional CEDOs while they build the capacity for service delivery within their organizations.

In its co-ordination and advocacy role, Sinaaq has undertaken a number of initiatives including active involvement in designing and implementing the Pathways to Success Aboriginal Employment and Training Strategy. It is jointly managing the Northwest Territories Inuit ROP with Indian and Inuit Affairs, Yellowknife. Sinaaq also successfully negotiated an agreement with ISTC's Aboriginal Economic Programs to provide an external delivery consultant, based in Iqaluit, to assist Inuit within Nunavut in their applications to ISTC's programs. Sinaaq is represented on the Board of Directors of the Council for the Advancement of Native Development Officers (CANDO).

Sinaaq is a key player in training and human resource planning and development. It has prepared a staff manual, "Developing People: A Human Resource Planning Manual for Inuit Community Development"; held regular conferences and workshops on management training, strategic planning and board of directors training; and delivered staff training to regional CEDOs. Sinaaq also co-ordinates a committee to develop a strategy for a human resource development plan for Nunavut.

Sinaaq is also active in business development with the purchase and renovation of a building in Merrickville, Ontario, to house its head office and an Inuit arts and craft retail operation. It has expanded its marketing and sale of country foods, including catering, wholesale and retail activities, and provides consulting services on various economic and resource development issues.

As Robert Higgins, General Manager for Sinaaq Enterprises Inc., says, "Prior to CAEDS there was zero capacity to promote and manage community economic

development in the Inuit communities. CAEDS represents the first time that Inuit were given the resources to allow them to begin to address development issues within their communities. CEDO staff are involved in many of the business development

initiatives within their communities. They are playing a critical role in assisting clients in developing business plans, training plans and financing proposals, including submissions to ISTC's Aboriginal Economic Programs."

Part III

Overview of DIAND: CAEDS Components

CAED Strategy promotes a commercial orientation to development, focussing on increased Aboriginal participation in the broader economy. The means to this end are the acquisition of employable skills and access to capital, business services and developable resources. Based on increased Aboriginal participation in program delivery and decision making, the central thrusts of the CAED Strategy for First Nations are:

- to secure productive employment and higher income;
- to increase self-reliance by building the capacity of Aboriginal institutions and individual skills for economic development;
- to expand business through joint ventures and corporations wholly owned by First Nations;
- to identify and pursue opportunities for development in isolated, rural and urban settings; and
- to increase Aboriginal participation in the urban labour market.

Partnerships Encouraged

A crucial element of the Strategy is the nurturing of partnerships among Aboriginal peoples, various levels of government and the private sector. Instead of relying on the federal government alone, communities are encouraged to develop lasting relationships with the private sector to increase their self-

sufficiency. As well, Aboriginal peoples are building co-operative relationships with territorial and provincial governments. Such an approach is bringing much needed technical and financial support, as well as improved access to natural resources, to their regions.

Role of DIAND

Within the CAED Strategy, DIAND is responsible for the areas of community economic development and access to resources. It operates four CAEDS programs to fulfill its mandate:

- Community Economic Development Program with its two tiers:
 - Community Economic Development Organizations (CEDOs)
 - Regional Opportunities Program (ROP)
- Commercial Development Program
- Access to Resources:
 - Resource Access Negotiations Program
- Research and Advocacy Program.

The Community Economic Development Program

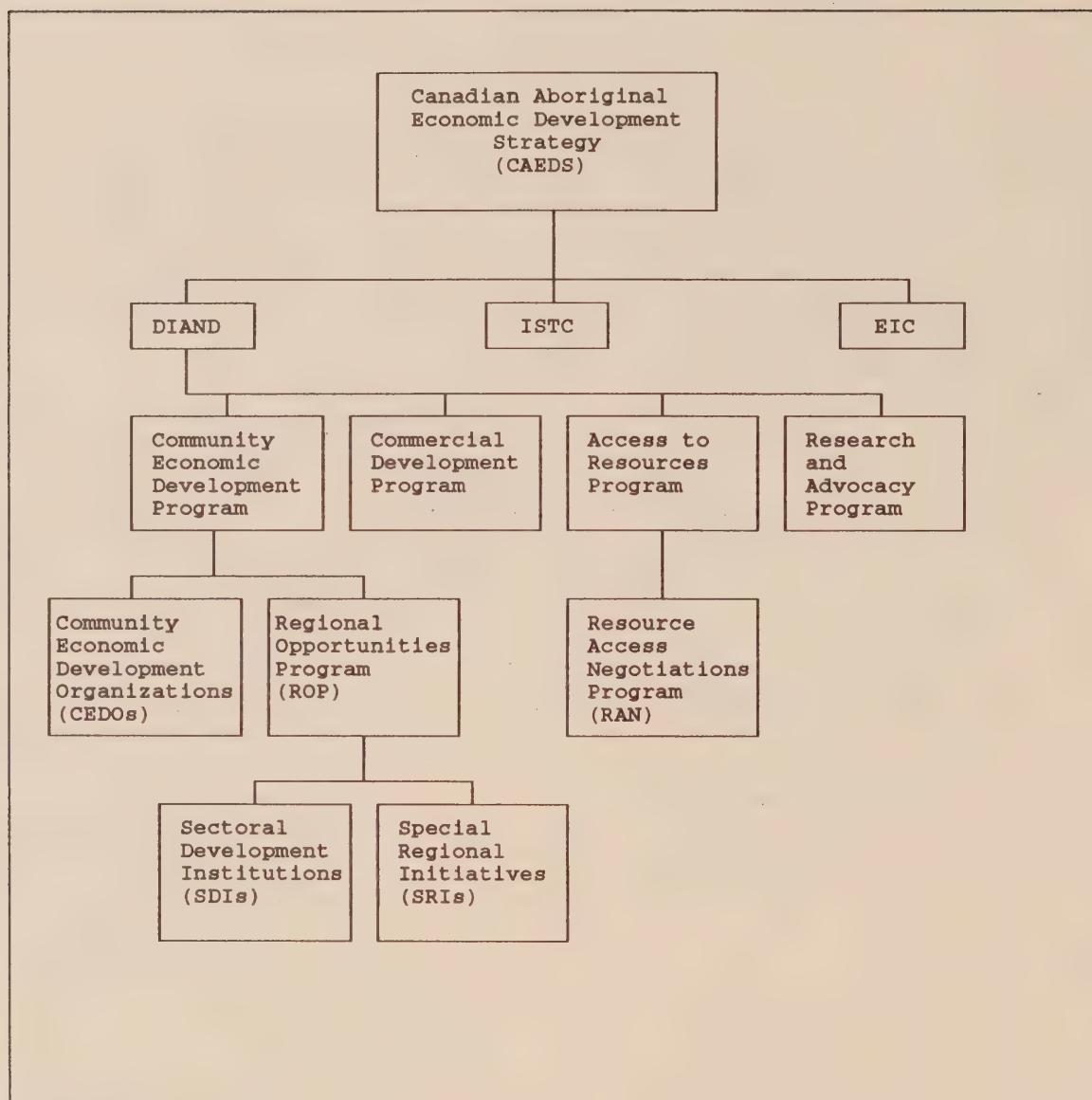
Set up to assist Indian, Inuit and Innu communities to develop and enhance their capacity to manage business, employment

and resource development, the program has two components:

- Community Economic Development Organizations (CEDOs)

- Regional Opportunities Program (ROP).

DIAND's Responsibilities Under CAEDS



Community Economic Development Organizations (CEDOs)

Created by tribal councils, bands not affiliated with tribal councils, and Inuit and Innu communities, Community Economic Development Organizations (CEDOs) provide First Nations with the structure to manage their own economic development activities in areas ranging from tourism and wildlife harvesting to gourmet food and mining. CEDOs operate within the mandate of the community they serve. Each CEDO provides economic and employment advisory services, and programs and equity-funding assistance. Communities themselves set policy, retain control over their CEDO services and ensure that quality of service and accountability are maintained. CEDO Boards approve goals, objectives, staffing and operating plans. They also represent the interests of the community in dealings with other agencies and levels of government.

The following basic principles were set out to guide CEDOs.

- Development from within the community is crucial; it is not something to be imposed from outside.
- Organizational capacity within the community is a necessity.
- Solid relationships must be built within communities and with mainstream government and business.
- Preferences in communities and bands must be recognized in tailoring the various options available for program delivery.
- Development capacity must take into account the whole resource package — human, financial and physical — in any geographical area.

The goal of each developing CEDO is to become a self-managed advisory and program service organization. CEDOs may

use federal funding allocated to them for a wide range of purposes. They can use funds to:

- develop the organization and the capacity of both boards of directors and staff to deliver programs and services;
- hire staff or purchase consultative services;
- prepare economic strategies;
- plan business or resource development projects;
- provide contributions, repayable contributions or loans to community members for training or for business or resource development;
- hold equity positions in private or community enterprises; and
- help get job-related training, employment programs, and management, financial and technical resources.

When the Community Economic Development Program was first implemented, regional DIAND officers assisted CEDOs to become established. After consultation with community developers, the Council for the Advancement of Native Development Officers (CANDO) was set up as an independent, Aboriginal-controlled professional entity. CANDO's objective is to become a self-sufficient national association of Native development officers with a mission to promote professionalism, education, training, accreditation and establish a communications network for its members. With developmental assistance from DIAND's Research and Advocacy Program, CANDO has already co-sponsored, with Six Nations, *Metamorphosis '92*, a highly successful national conference of Aboriginal economic development officers, a CANDO/AFN fund-raising dinner and completed an educational needs assessment for CEDO professional staff.

Regional Opportunities Program (ROP)

The Regional Opportunities Program (ROP), co-managed by the First Nations Regional Advisory Boards and DIAND, provides the means for Indian, Inuit and Innu communities to take maximum advantage of economic opportunities in their regions. The Program permits establishment or purchase of sectoral development advisory and extension services, policy research and innovative pilot projects specific to the region.

ROP funds may not be used for direct business development nor for establishing business development equity funds, since these are Aboriginal Business Development Program (ISTC) responsibilities. Nor can funds be used for administration, CEDO advisory services, community-based rather than region-wide activities or equity for business development.

Regional Advisory Boards (RABs) act within the mandate established by regional community leadership. DIAND is seeking authority to transfer full program management of ROP funds to these Boards.

In the meantime, DIAND's regional staff provide secretariat services to the advisory authorities and administer the funds.

To avoid conflict of interest, RAB members must have an arms-length relationship with ROP funding recipients.

To date, ROP funds have been used primarily to encourage new and existing sectoral development institutions to become financially self-sufficient and to underwrite innovative region-wide special initiatives, such as identifying opportunities and analyzing markets to setting up demonstration projects.

The 32 sectoral development institutions provide regional or sectoral professional development services in such areas as agriculture, fisheries, forestry, mining, financing, training, tourism, and arts and crafts.

Commercial Development Program (CDP)

The Commercial Development Program complements that of ISTC's Aboriginal Business Development Program. DIAND and ISTC use a "one window" approach to business financing to eliminate confusion over where to apply for business financing. ISTC assesses the applicant's needs and recommends the appropriate package of federal CAEDS assistance. This may include a referral to DIAND's Commercial Development Program (CDP) whose services include:

- acting as a lender of last resort for a First Nation business needing loans in areas where there is no Aboriginal Capital Corporation (ACC) in place;
- approving ministerial guarantees for commercial loans to unincorporated First Nation businesses on-reserve; and
- selling portions of DIAND's direct loan portfolios at fair market value and contracting for the collection of outstanding loans to eligible Aboriginal lending institutions.

DIAND provides the necessary financial assistance and loan guarantees for Aboriginal businesses in the absence of an ACC in the region. However, as ACCs become operational, the Department withdraws this type of financial help. To date, direct lending services under the program have been wholly withdrawn in Alberta, Nova Scotia, Saskatchewan and Yukon because of increased ACC coverage. Ontario, Quebec, the Northwest Territories, Manitoba and

British Columbia have had the loans program partially withdrawn. Forty-seven percent of all bands, the Northern Quebec Inuit and the whole agricultural sector are now covered completely by ACCs.

Access to Resources

Through the Resource Development Program, DIAND helps develop the capacity for management of sustainable resources on reserves.

A component of Resource Development Program, Resource Access Negotiations (RAN) provides financial help for Indian, Inuit and Innu organizations to negotiate access to, as well as development of, nearby off-reserve resources. It assists them to get

commercial investment for developing community-owned resources and set up agreements with developers of large projects that will provide business and employment opportunities.

Research and Advocacy Program

All three CAED Strategy departments operate research and advocacy programs designed to promote the development of Aboriginal employment and business opportunities. These programs are used to fund development activities such as CANDO, to provide information material to CEDOs and Aboriginal entrepreneurs, and to measure CAEDS program effectiveness.

Part IV

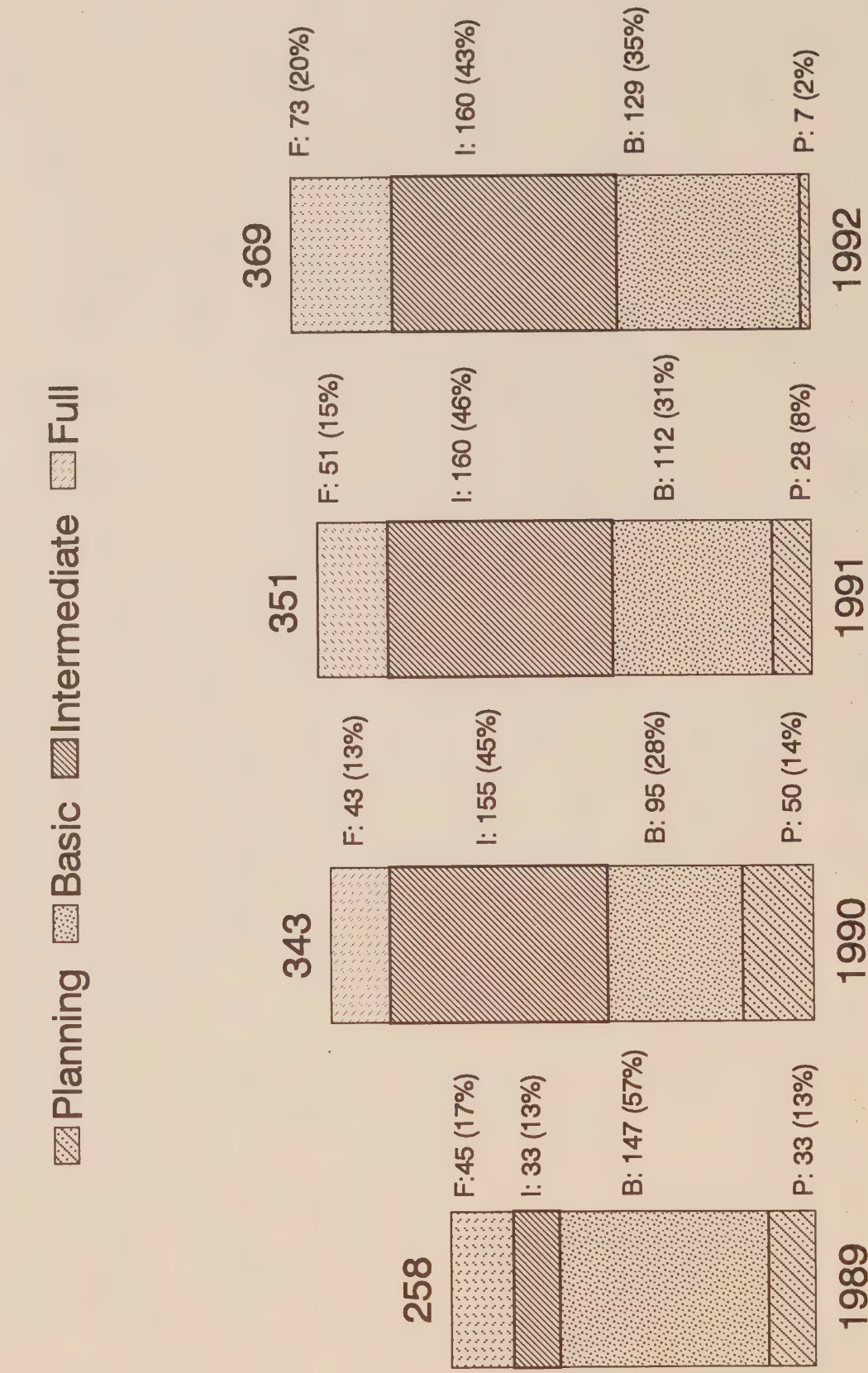
Annexes

ANNEX A

Community Economic Development Organizations

Service Delivery Framework

 Planning
  Basic
  Intermediate
  Full



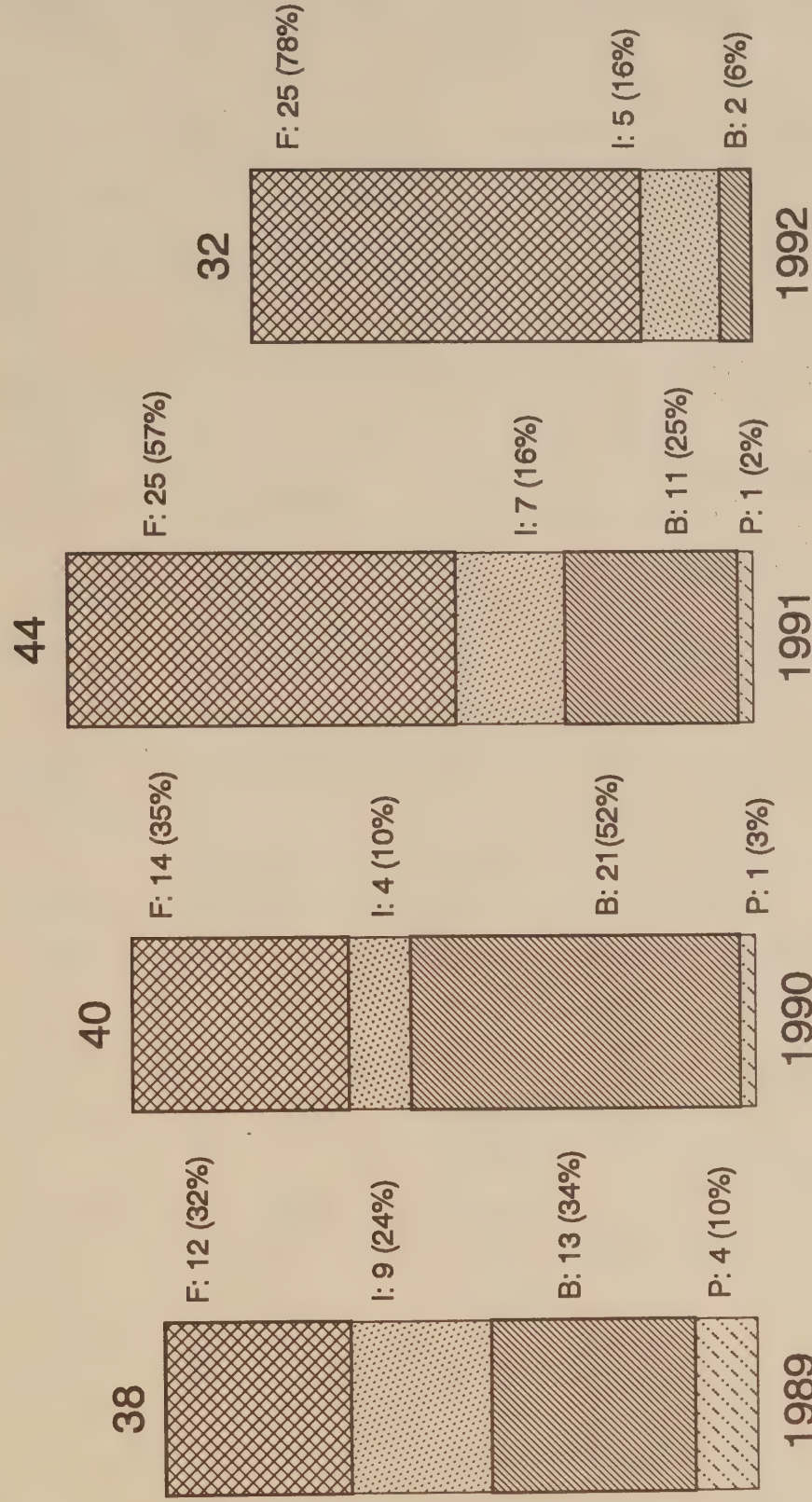
1991 - 1992 Final Report

ANNEX B

Sectoral Development Institutions

Service Delivery Framework

 Planning
  Basic
  Intermediate
  Full



ANNEX C

1991-1992 NATIONAL SUMMARY

SERVICE DELIVERY FRAMEWORK

	Full	Intermediate	Basic	Planning	Total
<u>C.E.D.O.</u>					
Tribal Councils	21 8,261,356	21 6,330,661	15 2,768,016	1 109,187	58 17,469,220
Unaffiliated Bands	45 9,179,068	126 11,600,004	98 6,780,161	4 236,142	273 27,795,375
Community Development Corporations	6 2,465,918	13 2,581,030	14 1,905,519	2 121,433	35 7,073,900
Inuit and Innu Communities	1 135,573	0 0	2 100,000	0 0	3 235,573
Sub-Total:	73 20,041,915	160 20,511,695	129 11,553,696	7 466,762	369 52,574,068
<i>% of Numbers</i>	19.8%	43.4%	35.0%	1.9%	100.0%
<i>% of Dollars</i>	38.1%	39.0%	22.0%	0.9%	100.0%
<u>R.O.P.</u>					
Sectoral Development Institutions	25 9,275,434	5 1,632,500	2 268,877	0 0	32 11,176,811
Special Initiatives	31 2,368,823	5 936,830	13 225,580	3 28,100	52 3,559,333
Sub-Total:	56 11,644,257	10 2,569,330	15 494,457	3 28,100	84 14,736,144
<i>% of Numbers</i>	66.7%	11.9%	17.9%	3.6%	100.0%
<i>% of Dollars</i>	79.0%	17.4%	3.4%	0.2%	100.0%
NATIONAL TOTAL	129 31,686,172	170 23,081,025	144 12,048,153	10 494,862	453 67,310,212
<i>% of Numbers</i>	28.5%	37.5%	31.8%	2.2%	100.0%
<i>% of Dollars</i>	47.1%	34.3%	17.9%	0.7%	100.0%

ANNEX D

COMMUNITY ECONOMIC DEVELOPMENT ORGANIZATIONS

NATIONAL 1991-1992 FINAL REPORT

TOTAL CEDO REVENUES

Region	Community Economic Development Services	Band Support /Tribal Council Funding	Social Assistance Transfer	Other DIAND	Sub-Total	CEIC	Aboriginal Economic Programs (ISTC)	Other Federal	Sub-Total	Provincial /Municipal	Native Community Organizations	Other	TOTAL
<u>C.E.D.O. SUMMARY</u>													
Atlantic	2,624,437	75,000	48,300	147,395	2,895,132	1,917,107	372,750	72,000	2,361,857	20,000	39,496	2,001,140	7,317,625
Quebec	6,730,349	0	90,000	0	6,820,349	401,486	1,937,228	599,205	2,937,919	1,976,331	2,657,845	3,799,408	18,191,852
Ontario	12,025,081	366,874	744,890	515,733	13,652,578	7,754,286	2,399,344	1,558,791	11,712,421	6,455,190	3,326,273	3,788,135	38,934,597
Manitoba	7,000,000	8,500	0	36,033	7,044,533	0	148,000	174,834	322,834	0	0	118,850	7,486,217
Saskatchewan	4,875,628	50,700	11,500	350,000	5,287,828	748,612	943,500	74,000	1,766,112	278,580	1,100,000	342,800	8,775,320
Alberta	6,646,243	0	61,198	119,000	6,826,441	137,094	89,000	58,000	284,094	5,900	0	59,055	7,175,490
B.C.	8,626,596	42,000	86,076	456,146	9,210,818	1,193,244	108,000	260,049	1,561,293	81,700	211,793	533,318	11,598,922
N.W.T.	2,501,432	78,771	0	82,652	2,662,855	10,929	7,119	82,979	101,027	43,337	821,702	1,483,443	5,112,364
Yukon	1,544,302	4,000	42,100	70,000	1,660,402	28,706	0	12,031	40,737	323,364	0	0	2,024,503
TOTAL	52,574,068	625,845	1,084,064	1,776,959	56,060,936	12,191,464	6,004,941	2,891,889	21,088,294	9,184,402	8,157,109	12,126,149	106,616,890

REGIONAL OPPORTUNITIES PROGRAM

NATIONAL
1991-1992 FINAL REPORT
TOTAL ROP REVENUES

Region	Community Economic Development Services	Band Support /Tribal Council Funding	Social Assistance Transfer	Other DIAND	Sub-Total	CEIC	Aboriginal Economic Programs (ISTC)	Other Federal	Sub-Total	Provincial /Municipal	Native Community Organizations	Other	TOTAL
<u>R.O.P. SUMMARY</u>													
Atlantic	228,780	0	0	81,000	309,780	0	0	0	0	0	0	0	309,780
Quebec	1,709,430	773,611	0	0	2,483,041	0	200,682	0	200,682	562,700	0	922,627	4,169,050
Ontario	1,795,886	0	0	0	1,795,886	0	101,800	0	101,800	485,000	0	834,846	3,217,532
Manitoba	2,974,900	0	0	0	2,974,900	0	0	0	0	0	0	0	2,974,900
Saskatchewan	3,667,175	0	0	1,660,000	5,327,175	3,225	500,000	0	503,225	56,974	0	61,197	5,948,571
Alberta	1,824,500	0	0	0	1,824,500	0	0	0	0	0	0	0	1,824,500
B.C.	951,939	0	0	0	951,939	0	0	0	0	0	0	0	951,939
N.W.T.	1,583,534	0	0	0	1,583,534	486,300	0	0	486,300	120,750	108,060	747,004	3,045,648
Yukon	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	14,736,144	773,611	0	1,741,000	17,250,755	489,525	802,482	0	1,292,007	1,225,424	108,060	2,565,674	22,441,920

ANNEX F

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

NATIONAL SUMMARY 1991-1992 FINAL REPORT

TOTAL CEDP REVENUES

Region	Community Economic Development Services	Band Support /Tribal Council Funding	Social Assistance Transfer	Other DIAND	Sub-Total	CEIC	Aboriginal Economic Programs (ISTC)	Other Federal	Sub-Total	Provincial /Municipal	Native Community Organizations	Other	TOTAL
Atlantic	2,853,217	75,000	48,300	228,395	3,204,912	1,917,107	372,750	72,000	2,361,857	20,000	39,496	2,001,140	7,627,405
Quebec	8,439,779	773,611	90,000	0	9,303,390	401,486	2,137,910	599,205	3,138,601	2,539,031	2,657,845	4,722,035	22,360,902
Ontario	13,820,967	366,874	744,890	515,733	15,448,464	7,754,286	2,501,144	1,558,791	11,814,221	6,940,190	3,326,273	4,622,981	42,152,129
Manitoba	9,974,900	8,500	0	36,033	10,019,433	0	148,000	174,834	322,834	0	0	118,850	10,461,117
Saskatchewan	8,542,803	50,700	11,500	2,010,000	10,615,003	751,837	1,443,500	74,000	2,269,337	335,554	1,100,000	403,997	14,723,891
Alberta	8,470,743	0	61,198	119,000	8,650,941	137,094	89,000	58,000	284,094	5,900	0	59,055	8,999,990
B.C.	9,578,535	42,000	86,076	456,146	10,162,757	1,193,244	108,000	260,049	1,561,293	81,700	211,793	533,318	12,550,861
N.W.T.	4,084,966	78,771	0	82,652	4,246,389	497,229	7,119	82,979	587,327	164,087	929,762	2,230,447	8,158,012
Yukon	1,544,302	4,000	42,100	70,000	1,660,402	28,706	0	12,031	40,737	323,364	0	0	2,024,503
	67,310,212	1,399,456	1,084,064	3,517,959	73,311,691	12,680,989	6,807,423	2,891,889	22,380,301	10,409,826	8,265,169	14,691,823	129,058,810

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

COMMUNITY ECONOMIC DEVELOPMENT ORGANIZATIONS NATIONAL SUMMARY 1991-1992 FINAL REPORT

TOTAL CEDO EXPENDITURES

PROJECT INVESTMENTS						
Region	Planning	Operations	Business Development		Employment & Training	TOTAL
			Development	Resource Development		
<u>CEDO SUMMARY</u>						
Atlantic	231,150	1,836,162	296,473	190,402	70,250	2,624,437
Quebec	377,862	2,548,689	2,303,087	511,583	989,128	6,730,349
Ontario	1,848,928	4,494,722	3,138,652	1,237,793	1,304,986	12,025,081
Manitoba	320,590	2,888,942	2,616,610	160,454	1,013,404	7,000,000
Saskatchewan	117,702	1,052,109	3,478,475	59,500	167,842	4,875,628
Alberta	781,020	4,258,671	934,134	239,187	433,231	6,646,243
B.C.	957,643	2,236,000	3,749,602	302,361	1,380,990	8,626,596
N.W.T.	251,180	1,361,973	829,929	50,200	8,150	2,501,432
Yukon	183,892	708,536	262,185	11,471	378,218	1,544,302
<hr/>						
TOTAL	5,069,967	21,385,804	17,609,147	2,762,951	5,746,199	52,574,068

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

REGIONAL OPPORTUNITIES PROGRAM NATIONAL SUMMARY 1991-1992 FINAL REPORT

TOTAL ROP EXPENDITURES

Region	PROJECT INVESTMENTS					TOTAL
	Planning	Operations	Business Development	Resource Development	Employment & Training	
<u>R.O.P. SUMMARY</u>						
Atlantic	59,840	60,700	50,200	0	58,040	228,780
Quebec	241,570	556,089	729,771	107,000	75,000	1,709,430
Ontario	209,600	578,600	122,200	765,173	120,313	1,795,886
Manitoba	155,000	695,000	485,000	1,344,900	295,000	2,974,900
Saskatchewan	15,000	2,471,343	888,035	0	292,797	3,667,175
Alberta	200,450	1,624,050	0	0	0	1,824,500
B.C.	258,939	538,000	0	0	155,000	951,939
N.W.T.	656,929	648,556	84,520	0	193,529	1,583,534
Yukon	0	0	0	0	0	0
TOTAL	1,797,328	7,172,338	2,359,726	2,217,073	1,189,679	14,736,144

COMMUNITY ECONOMIC DEVELOPMENT PROGRAM

NATIONAL SUMMARY 1991-1992 FINAL REPORT

TOTAL CEDP EXPENDITURES

Region	Planning	Operations	PROJECT INVESTMENTS			TOTAL
			Business Development	Resource Development	Employment & Training	
Atlantic	290,990	1,896,862	346,673	190,402	128,290	2,853,217
Quebec	619,432	3,104,778	3,032,858	618,583	1,064,128	8,439,779
Ontario	2,058,528	5,073,322	3,260,852	2,002,966	1,425,299	13,820,967
Manitoba	475,590	3,583,942	3,101,610	1,505,354	1,308,404	9,974,900
Saskatchewan	132,702	3,523,452	4,366,510	59,500	460,639	8,542,803
Alberta	981,470	5,882,721	934,134	239,187	433,231	8,470,743
B.C.	1,216,582	2,774,000	3,749,602	302,361	1,535,990	9,578,535
N.W.T.	908,109	2,010,529	914,449	50,200	201,679	4,084,966
Yukon	183,892	708,536	262,185	11,471	378,218	1,544,302
TOTAL	6,867,295	28,558,142	19,968,873	4,980,024	6,935,878	67,310,212

ANNEX J

SECTORAL DEVELOPMENT INSTITUTIONS

REGION	INSTITUTION
Atlantic	New Brunswick Arts & Crafts Association
Québec	Cree Trappers Association Les Artisans Indiens du Québec Corporation de Développement Économique Montagnaise Cree Regional Authority
Ontario	Indian Agriculture Program of Ontario Ontario Indian Economic Development Board Union of Ontario Indians Northern Ontario Native Tourist Association 502133 Ontario Limited Indian Arts & Crafts of Ontario
Manitoba	Manitoba Aboriginal Resources Association
Saskatchewan	Federation of Saskatchewan Indian Nations Saskatchewan Indian Agriculture Program Saskatchewan Indian Regional College National Indian Financial Corporation
Alberta	Alberta Indian Agriculture Development Corporation Alberta Indian Equity Federation Athabasca Native Development Corporation Alberta Indian Arts & Crafts Society Northern Alberta Institute of Technology Alberta Native Literacy Association First Nations Resource Council Chief Economic Development Advisory Committee
British Columbia	B.C. Aboriginal Peoples Fisheries Commission Western Indian Agricultural Corporation First Nations Tourism Association Intertribal Forestry Association B.C. Indian Arts & Crafts Society
Northwest Territories	Sinaaq Enterprises Arctic Co-operatives Limited N.W.T. Native Arts & Crafts Society
TOTAL:	32 SDIs

ANNEX K

**REGIONAL OPPORTUNITIES PROGRAM (ROP)
REGIONAL ADVISORY BOARDS (RABs)**

First Nations Contact

ATLANTIC:

Executive Director
Atlantic Policy Congress of
First Nations Chiefs
P.O. Box 36
Amherst, N.S. B4H 3Y7

Phone: (902) 667-4007
Fax: (902) 667-7057

DIAND Contact

Program Services
Atlantic Regional Office
(Indian and Inuit Affairs)
40 Havelock Street
P.O. Box 160
Amherst, N.S. B4H 3Z3

Phone: (902) 661-6239
Fax: (902) 667-9947

QUEBEC:

First Nations Regional Advisory Board
(presently being formalized)

Program Services
320 St. Joseph Street E.
P. O. Box 51127
Postal Outlet G. Roy
Québec (Quebec) G1K 8Z7

Phone: (418) 648-4824
Fax: (418) 648-4040

Regional Advisory Boards

First Nations Contact

ONTARIO:

Ontario Indian Economic
Development Board
c/o Chiefs of Ontario
22 College Street, 2nd Floor
Toronto, Ont. M5G 1K2

Phone: (416) 972-0212
Fax: (416) 972-0217

MANITOBA:

Economic Development Advisor
Assembly of Manitoba Chiefs
286 Smith Street, 4th Floor
Winnipeg, Man. R3C 1K4

Phone: (204) 956-0610
Fax: (204) 956-2109

SASKATCHEWAN:

Third Vice-Chief
Federation of Saskatchewan Indian
Nations
109 Hodsman Road
Regina, Sask. S4N 5W5

Phone: (306) 721-2822
Fax: (306) 721-2707

DIAND Contact

Resource Development
Ontario Regional Office
(Indian and Inuit Affairs)
25 St-Clair Avenue East
Toronto, Ont. M4T 1M2

Phone: (416) 973-6222
Fax: (416) 954-3189

Economic & Institutional
Development
Manitoba Regional Office
(Indian and Inuit Affairs)
275 Portage Avenue
Winnipeg, Man. R3B 3A3

Phone: (204) 983-6527
Fax: (204) 983-6500

Funding Services
Saskatchewan Regional Office
(Indian and Inuit Affairs)
2110 Hamilton Street
Regina, Sask. S4P 4K4

Phone: (306) 780-6421
Fax: (306) 780-5733

Regional Advisory Boards

First Nations Contact

ALBERTA:

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